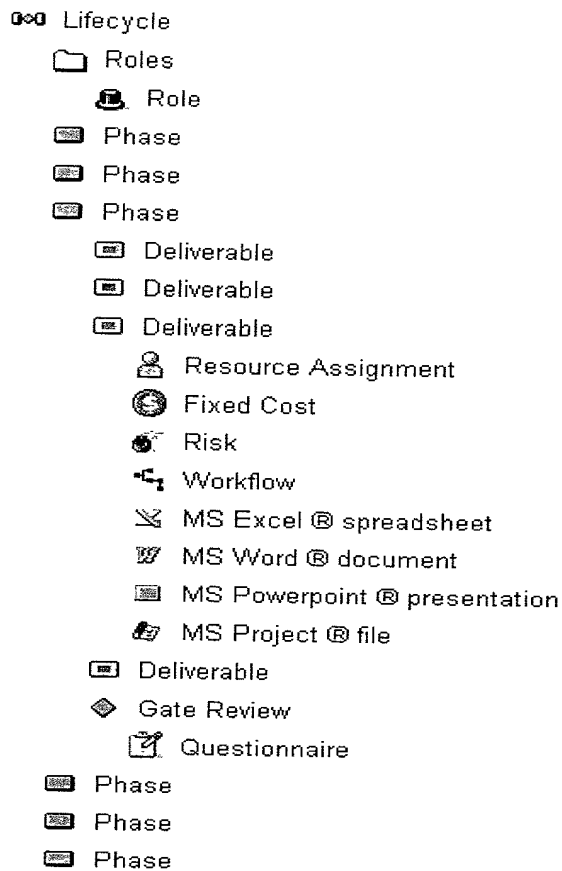
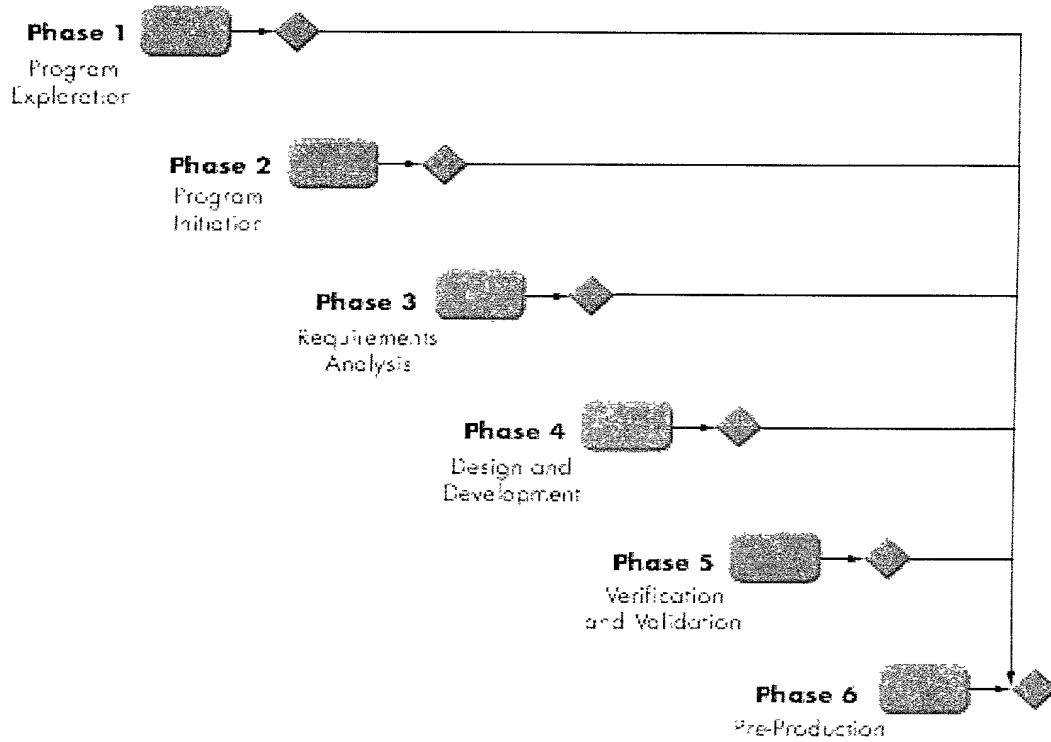


**FIGURE 1. - EXAMPLE OBJECTS**



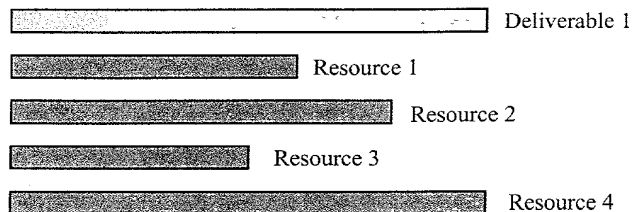
**FIGURE 2. EXAMPLE LIFECYCLEBUILDING BLOCKS**

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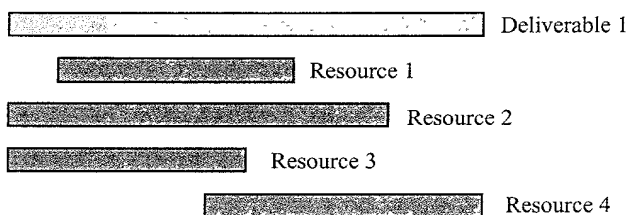


**FIGURE 3. SIX-PHASE LIFECYCLE EXAMPLE – SASHIMI**

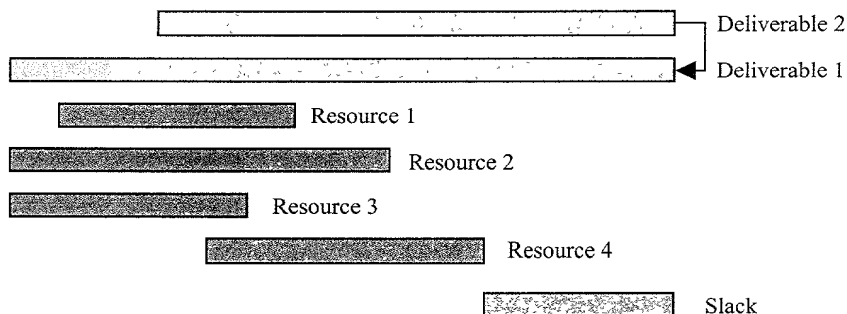
3/31



**Example 1:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). All Resources start as soon as the Deliverable is started. The duration of Deliverable 1 is set by the Deliverable Resource with the longest duration.



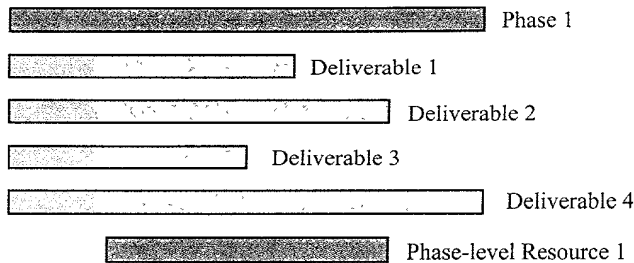
**Example 2:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). Some Resources have start dates different to the Deliverable start date. The duration of Deliverable 1 is set by the Resource with the latest Finish Date.



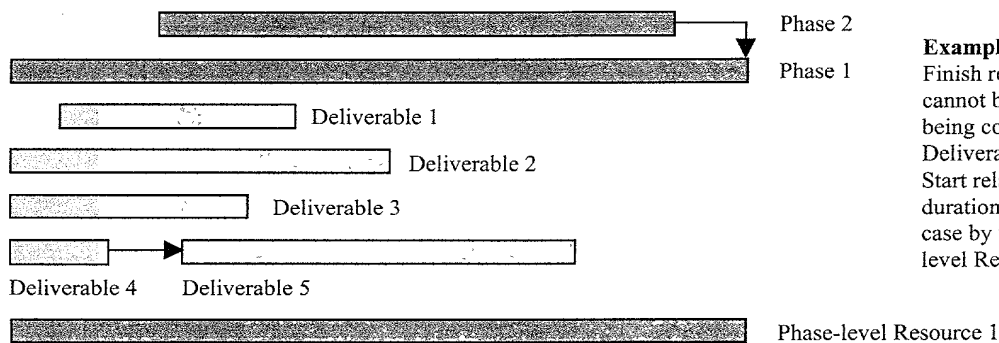
**Example 3:** Deliverable 1 has a Finish-to-Finish relationship with Deliverable 2 (i.e. it cannot be completed without Deliverable 2 being completed), causing slack in the schedule.

**FIGURE 4A. SCHEDULING EXAMPLES**

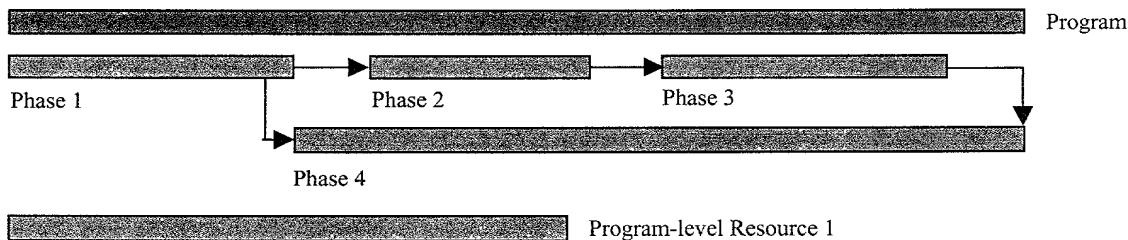
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**Example 4:** Phase 1 has no relationships with other Phases in the Lifecycle. Similarly none its Deliverables have relationships (all Deliverables can therefore start as soon as the Phase is started). The duration of Phase 1 is set by the Deliverable with the longest duration.



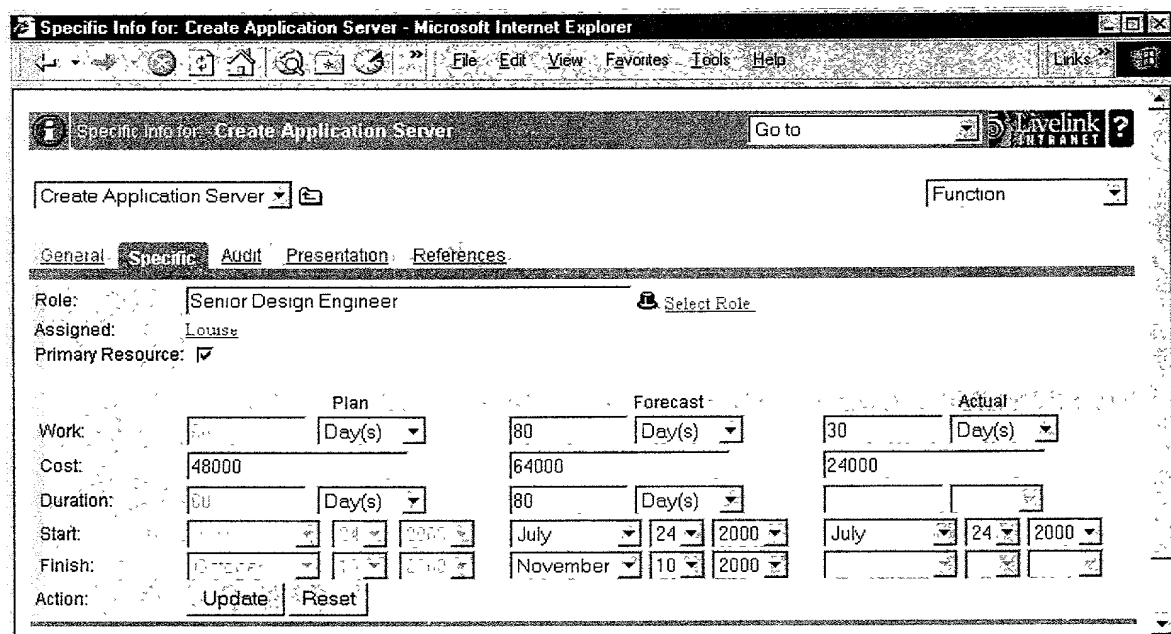
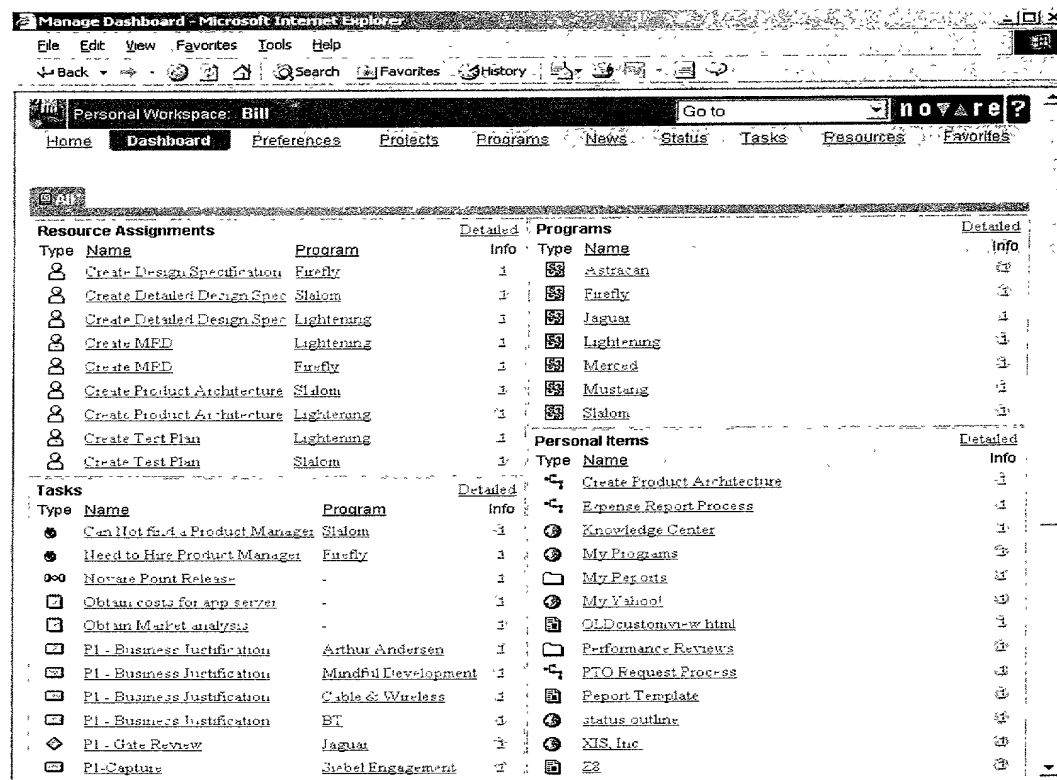
**Example 5:** Phase 1 has a Finish-to-Finish relationship with Phase 2 (i.e. it cannot be completed without Phase 2 being completed). Additionally Deliverables 4 and 5 have a Finish-to-Start relationship. However Phase 1's duration is ultimately dictated in this case by the duration of the only Phase-level Resource.



**Example 6:** Phase 4 has a Finish-to-Finish relationship with Phase 1 (i.e. it cannot be started until Phase 1 is complete. Phase 4 also has a Finish-to-Finish relationship with Phase 3 (i.e. it cannot be completed until Phase 3 is complete). Phases 1, 2, and 3 occur in sequence due to Finish-to-Start relationships. The Program duration in this example corresponds to the finish date of Phase 4.

**FIGURE 4B. SCHEDULING EXAMPLES**

**FIGURE 5. PROGRAM WORKSPACE SHOWING A LIFECYCLE**





8/31

**1 - General Program Information:**

Program Name: Merlot

Program Manager: Parker Bill [Select User](#)

Program Sponsor: Parker Bill [Select User](#)

Organization: Engineering Dept

Description:

Mission:

**2 - Program Classification:**

Type	Name	Value
<input type="radio"/>	Division	Computer Systems
<input type="radio"/>	Market Segment	Fulfillment Logistics & Distribution
<input type="radio"/>	Product Line	Workgroup Server
<input type="radio"/>	Product Type	Evolutionary
<input type="radio"/>	Program Type	Not Applicable
<input type="radio"/>	Technology Platform	Breakthrough
<input type="radio"/>		Evolutionary
<input type="radio"/>		Maintenance

**FIGURE 10. CREATING A NEW PROGRAM**

**3 - Lifecycle Selection:**

Type	Name	Description	Select
<input type="radio"/>	Classic Waterfall	The Classic Waterfall Lifecycle is the most common product lifecycle, serving as the basis for many other lifecycle models. In the Classic Waterfall lifecycle, the program progresses through an orderly sequence of phases and is largely documentation-driven.	<input type="radio"/>
<input type="radio"/>	Sashimi	The Sashimi Lifecycle is a variation on the Classic Waterfall allowing for phases to overlap. Rather than complete each phase prior to starting the next (the approach of the Classic Waterfall Lifecycle), the Sashimi Lifecycle allows any phase to be started at any point in the program lifecycle.	<input type="radio"/>

Action: [Add Item](#) [Reset](#)

**FIGURE 11. SELECTING THE PROGRAM LIFECYCLE**



Specific Info for: Engineer 2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites History

Address: http://pluto/livelink2/livelink.exe?func=ll&objid=9476&objaction=info

Go to Livelink ?

Engineer 2 Status=Unassigned

General Audit Details Presentation References Resources

Assignment: Type Name Organization Action  
No User(s)/Group(s) Assigned

Select User Select Group Select Organization Search by Skill Availability

Role Skill: Database Design Select Skill

Role Competency: 1 - Beginner

Resource Classification: Select Resource Classification

Default Rate (\$/hr): 100

on: Update Reset

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Search Users by Skill/Availability - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites History

Search Users by Skill/Availability Livelink ?

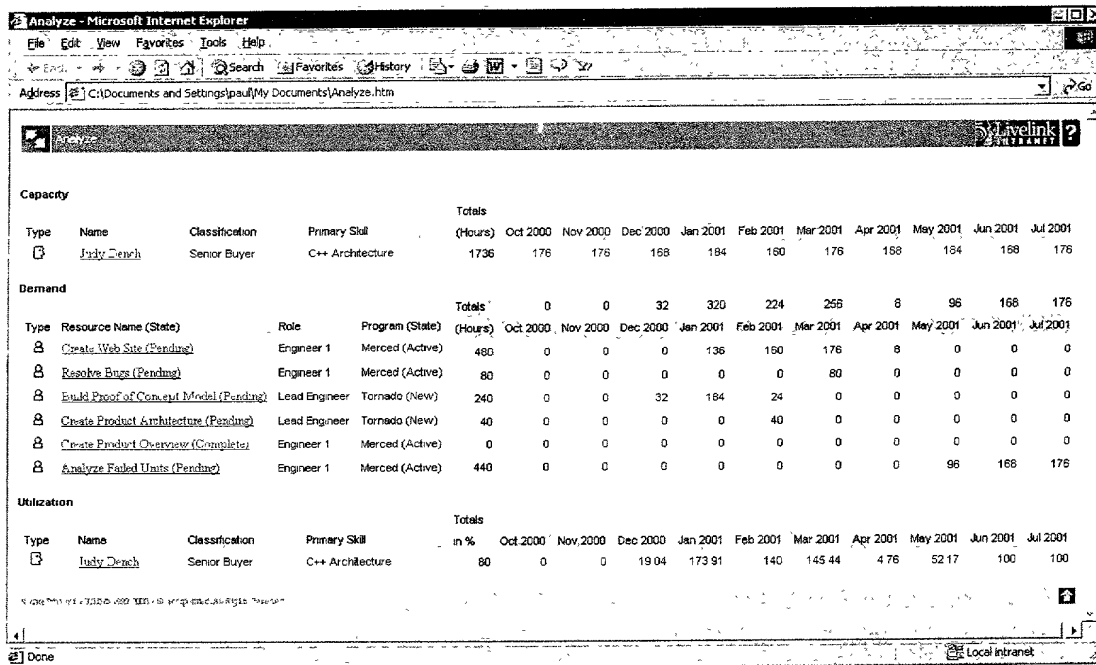
Type	Name	Organization	Manager	Primary	Competency	% Utilization		% Satisfied	Action
						High	Low		
<input type="checkbox"/>	Dench, Judy	Computer Systems Div.	Parker, Bill	4 -		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Dorf, Ira	Computer Systems Div.	Parker, Bill	3 - Proficient		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Ender, Enan	Computer Systems Div.	Parker, Bill	1 - Beginner		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Ellis, Noel	Engineering Dept.	Parker, Bill	5 - Expert		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Sellers, Peter	Microelectronics Div.	Turner, Vicky ✓	1 - Beginner		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Chase, Lorraine	PMO - Computer Systems	Parker, Bill	1 - Beginner		0%	0%	0%	Analyze Select
<input type="checkbox"/>	Woolstone, Nigel	Microelectronics Div.	Turner, Vicky ✓	2 -		0%	0%	0%	Analyze Select

Cancel

FIGURE 12.

***FIGURE 19. GATE REVIEW APPROVAL SCREEN***

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**FIGURE 15. ANALYZING THE IMPACT OF A ROLE ASSIGNMENT**

**General Info for Lead Engineer**

Go to [Livelink](#)

Lead Engineer

General Audit Details Presentation References Resources **Review**

Role Name: Lead Engineer Start Date: 01/05/2000  
 Program: Delta Wing Finish Date: 02/22/2000  
 Skill (Competency): Java Architecture (Expert) Total Work: 280 h [Breakdown](#)  
 Requested User(s):

Type	Name	Organization	Group	% Utilization		% Satisfied
				High	Low	
<input checked="" type="checkbox"/>	Wilson, Niel	Microelectronics Div.	Organization Manager	0%	0%	0%

Review Outcome: User Wilson, Niel Approved by Turner, Vicky on 03/28/2001

Comments:

Action:

**FIGURE 16. PROGRAM MANAGER'S ROLE REVIEW SCREEN**

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Responses For: Microsoft Internet Explorer

File Edit View Favorites Tools Help

Links

Responses For: Questionnaire

Go to

Questionnaire

General Audit Metrics Presentation References **Responses** Specific

Type	Name	Question	Response	Confidence
~	Clarity of Product Specifications	How well defined are the product specifications in terms of clarity of requirements?	5 = Very clear	40
~	Competitive Advantage	What type of competitive advantage exists for the product in the target market(s)?	5 = Long-term advantage	70
~	Degree of Competition	What is the level of competition in the product's target market (s)?	3 = Moderate competition	70
~	Established Customer Base	How well does the product leverage the company's existing customer base?	1 = No leverage	70
~	Established Sales and Distribution Channels	How well established are the sales and distribution channels for this type of product?	5 = Established channels	80
~	Experienced Marketing Organization	How experienced is the marketing organization with this type of product(s)?	5 = Very familiar	80
~	Fit with Product Portfolio	How well does the product fit with the company's current product portfolio?	1 = No Synergy	40
~	High Product Quality	How does the new product's quality compare to competing products?	5 = Superior Quality	60

Local intranet

**FIGURE 17. GATE REVIEW QUESTIONNAIRE**

Gate Review Numbers: P3 - Gate Review - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit

Address <http://neptune.xisinc.com/livelink/livelink.exe?func=ll&objid=80055&objaction=Numbers> Go Links

General Info for: P3 - Gate Review Go to Livelink

P3 - Gate Review

General Specific Approval Audit Information **Numbers** Presentation Questionnaires References Responses

Type	Name	Value	Confidence	Info
<input checked="" type="checkbox"/>	<u>Expected Commercial Value (ECV)</u>	\$ <input type="text"/>	<input type="text" value="0"/>	
<input checked="" type="checkbox"/>	<u>Internal Rate of Return (IRR)</u>	% <input type="text"/>	<input type="text" value="0"/>	
<input checked="" type="checkbox"/>	<u>Net Present Value (NPV)</u>	\$ <input type="text"/>	<input type="text" value="0"/>	
<input checked="" type="checkbox"/>	<u>Payback Index</u>	<input type="text"/>	<input type="text" value="0"/>	
<input checked="" type="checkbox"/>	<u>Return on Investment (ROI)</u>	% <input type="text"/>	<input type="text" value="0"/>	

Action:

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Done Internet

**FIGURE 18. ENTERING METRIC VALUES**

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## LIFECYCLE/PROGRAM

Manage Status - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Links Custom

Program: Merced

Go to

Home Overview News Status Participants Program Outline

Program Queries Program Snapshots Live Reports Summary Status

Create Query

Phase	State	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual	Early (Late)	Percent Complete	Variance	Status
Summary		06/05/2000	06/05/2000	06/05/2000	02/20/2001	03/20/2001		187d	207d		(28d)	58 14%	1 107	
P1 - Business Justification	Complete	06/05/2000		06/05/2000	07/21/2000		07/21/2000	35d		35d	0d	100%	1	
P2 - Requirements Analysis	Complete	07/24/2000		07/24/2000	09/01/2000		10/19/2000	30d		64d	0d	100%	1	
P3 - Development	Active	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	77 77%	1 3333	
P4 - Verification	Planning	09/26/2000	10/24/2000		10/16/2000	11/13/2000		15d	15d		(28d)	N/A	1	
P5 - Launch	Pending	10/17/2000	11/14/2000		02/19/2001	03/19/2001		90d	90d		(28d)	N/A	1	
P6 - Retirement	Pending	02/20/2001	03/20/2001		02/20/2001	03/20/2001		1d	1d		(28d)	N/A	1	

## PHASE

General Info for: P3 - Development - Microsoft Internet Explorer

File Edit View Favorites Tools Help Links Customize Links

General Info for: P3 - Development Go to Livelink

P3-Development

General Specific Audit Budget Cost Deliverables Gatekeepers Metrics Presentation References Relationships Risk Schedule

Resource/Deliverable	Start			Finish			Duration			Schedule			
	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual	Early (Late)	Percent Complete	Variance	Status
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	77.77%	1.3333	
<input type="checkbox"/> p3d1 - Detailed Design Specs	07/24/2000		07/24/2000	08/04/2000		08/04/2000	10d		10d	0d	100%	1	
<input type="checkbox"/> p3d2 - Architecture	07/24/2000		07/24/2000	07/28/2000		07/28/2000	5d		5d	0d	100%	1	
<input type="checkbox"/> p3d3 - Product Design	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	76.19%	1.3333	
<input type="checkbox"/> p3d4 - Test Plan	07/24/2000		07/24/2000	08/11/2000		09/11/2000	15d		15d	0d	100%	1	

## DELIVERABLE

General Info for: p3d3 - Product Design - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Links Customize

General Info for: p3d3 - Product Design

Go to

LiveLink

p3d3 - Product Design

General Specific Approval Audit Cost Presentation References Relationships Resources Risk **Schedule** Workflow

Resource	Start		Actual	Finish		Actual	Duration		Early	Late	Percent Complete	Variance	Status
	Plan	Forecast		Plan	Forecast		Plan	Forecast					
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d	(28d)		78 19%	1 3333	OK
Create Database Server	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d	(28d)		37 5%		
Create Database Server	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		
Create Test Plan	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		
Create Web Site	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		

**FIGURE 20. SCHEDULE REPORTS**

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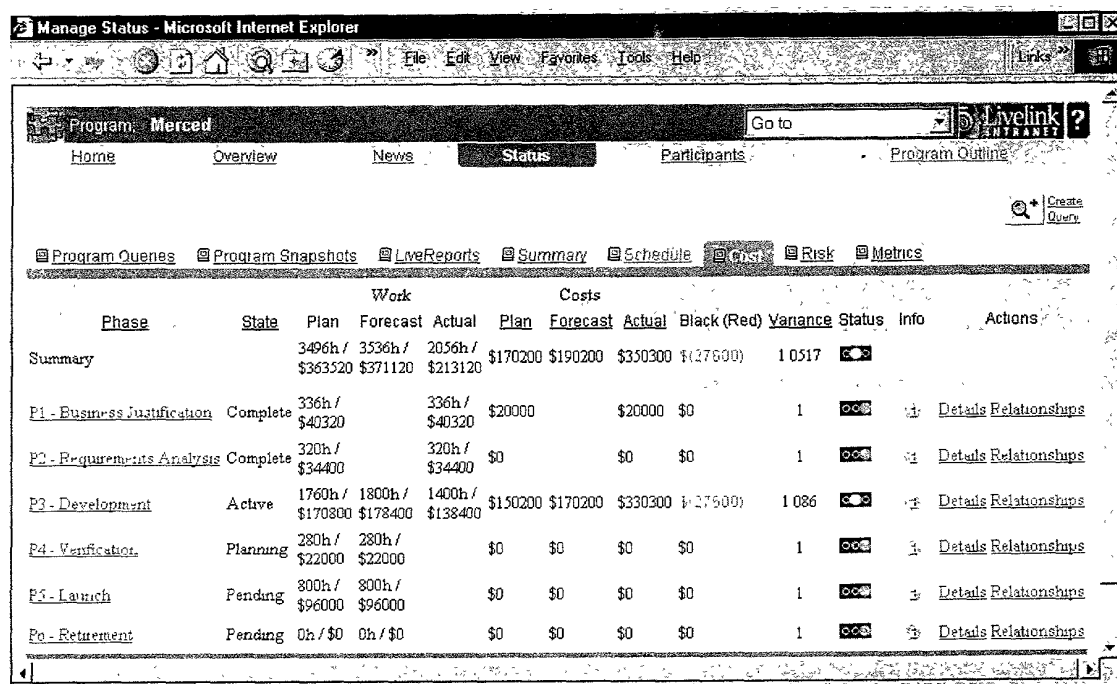


FIGURE 21. PROGRAM COST REPORT

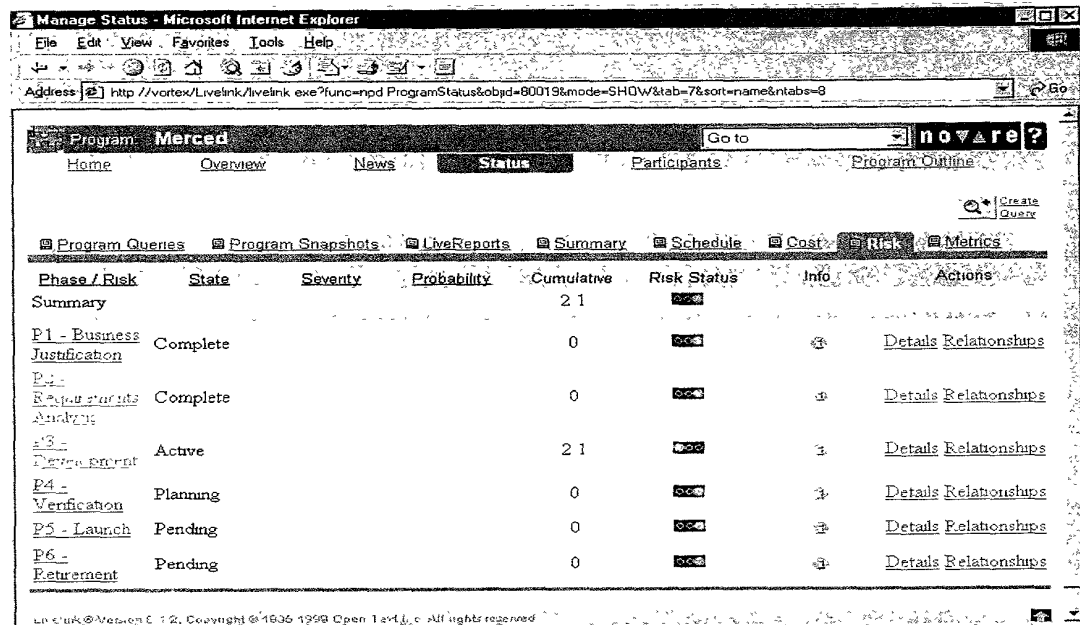
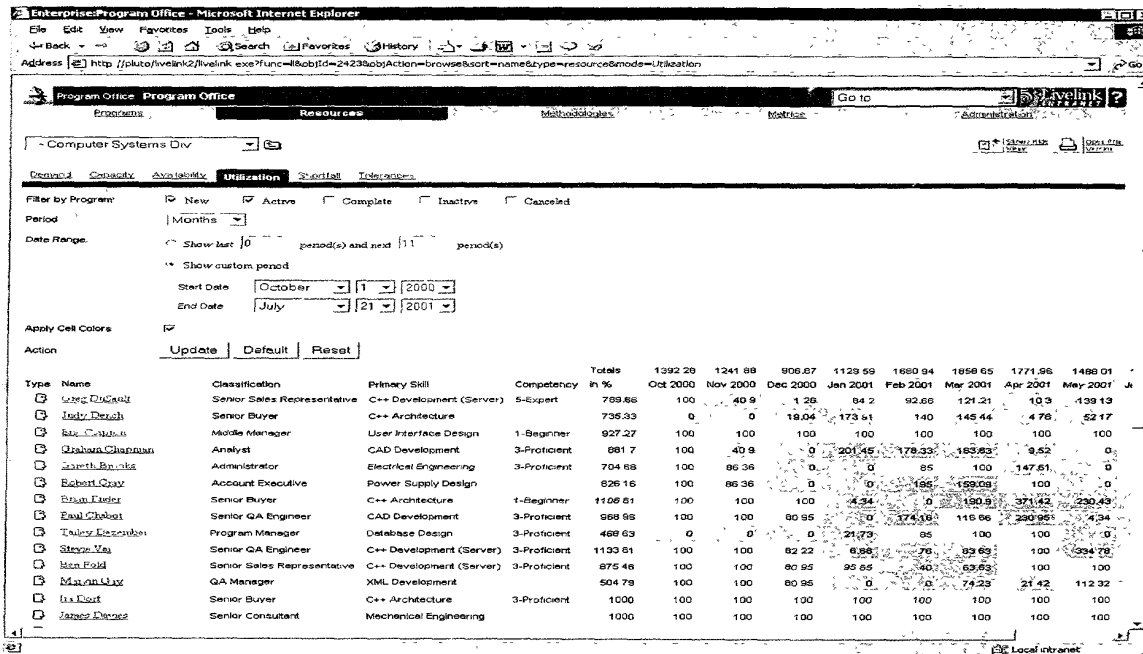


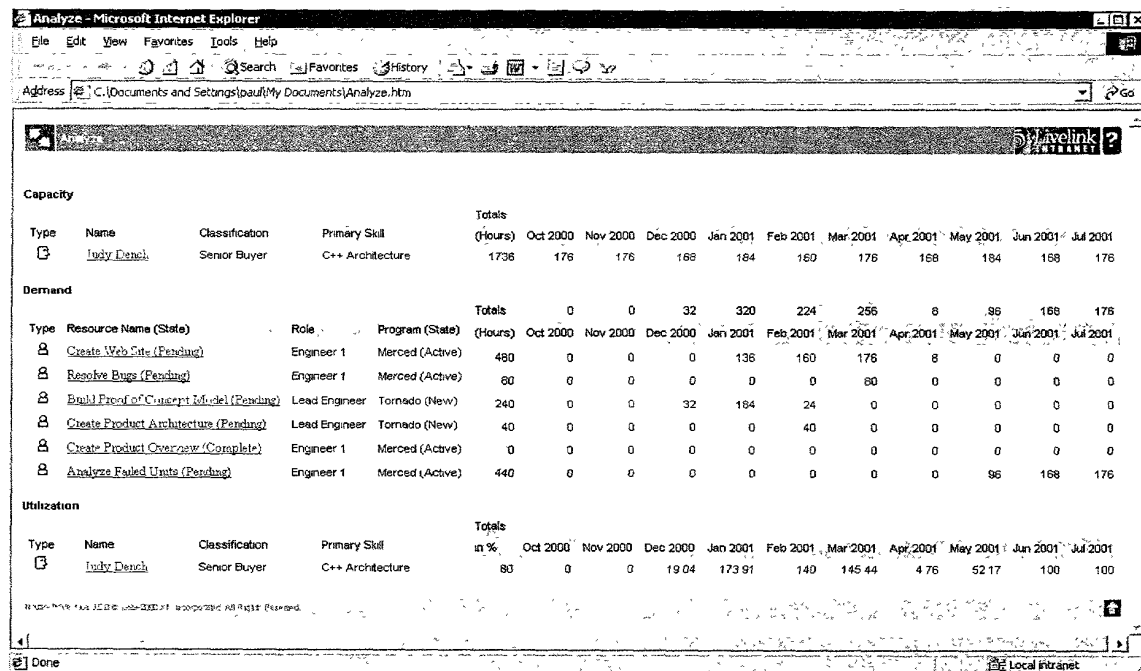
FIGURE 22. PROGRAM RISK REPORT

**FIGURE 24. SKILL SHORTFALL REPORT**

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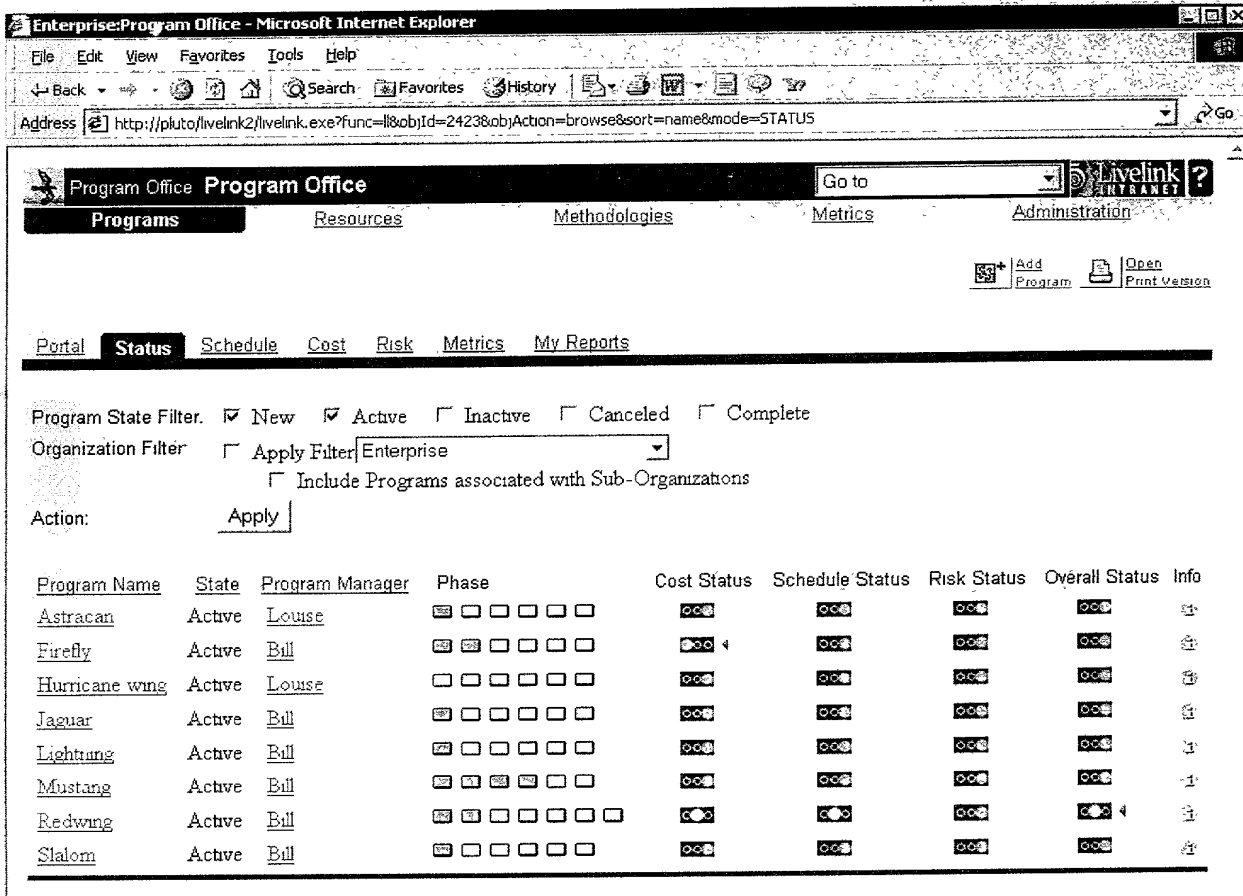
**FIGURE 25. ORGANIZATION UTILIZATION REPORTS**



**FIGURE 26. RESOURCE UTILIZATION ANALYSIS**



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**FIGURE 27. PORTFOLIO DASHBOARD SHOWING PROGRAM STATUS**

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Gate Review Information: P1 - Gate Review - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

General Info for P1 - Gate Review Go to novare?

P1 - Gate Review

General Specific Approval Audit **Information** Numbers Presentation Questionnaires References Responses

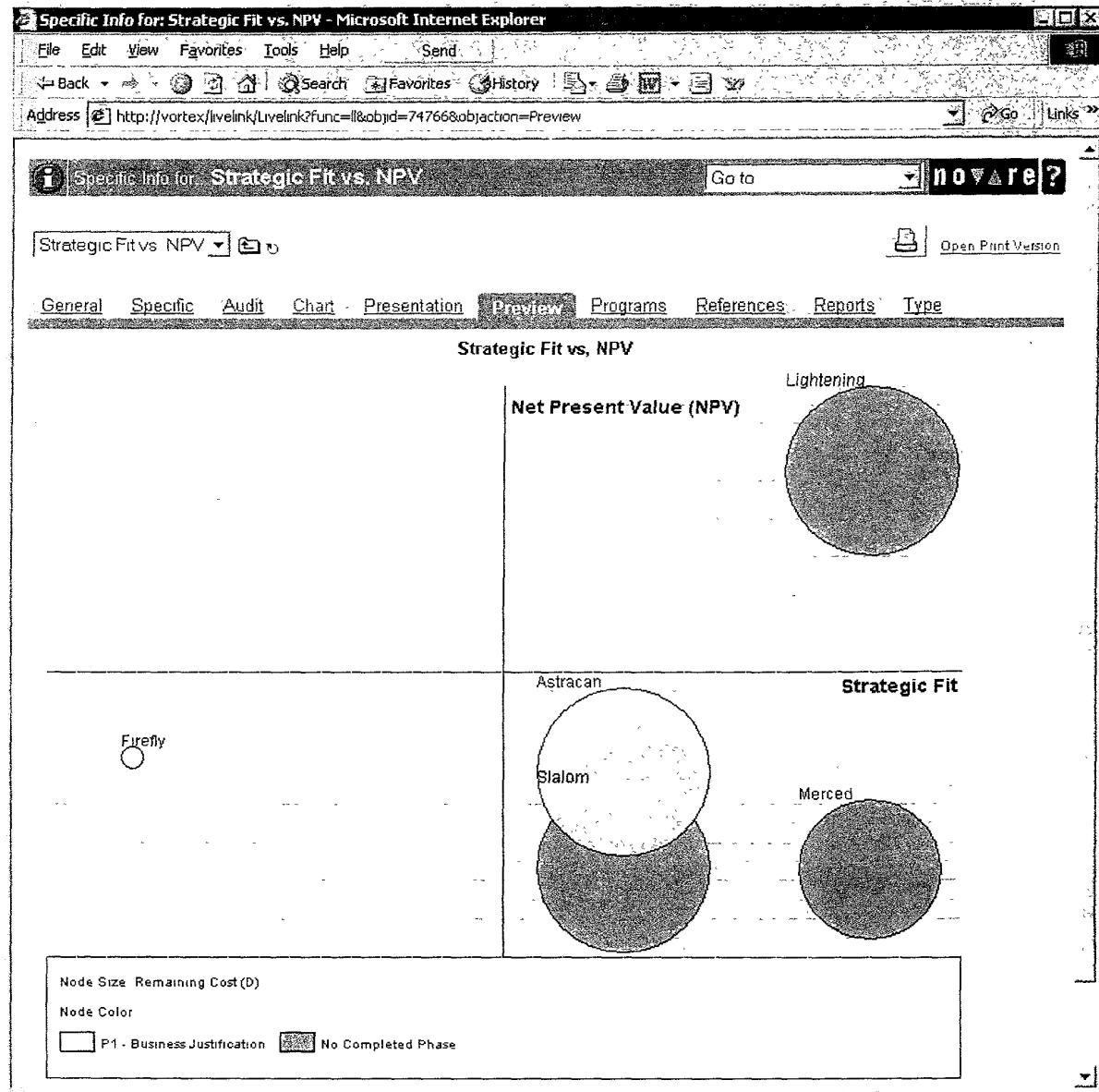
Type	Name	Deliverable Status	Percent Complete	Finish Date
<input type="checkbox"/>	<a href="#">pld3 - Business Plan</a>	Optional	100	03/17/2000
<input type="checkbox"/>	<a href="#">pld3 - Proof of Concept</a>	Optional	100	04/28/2000

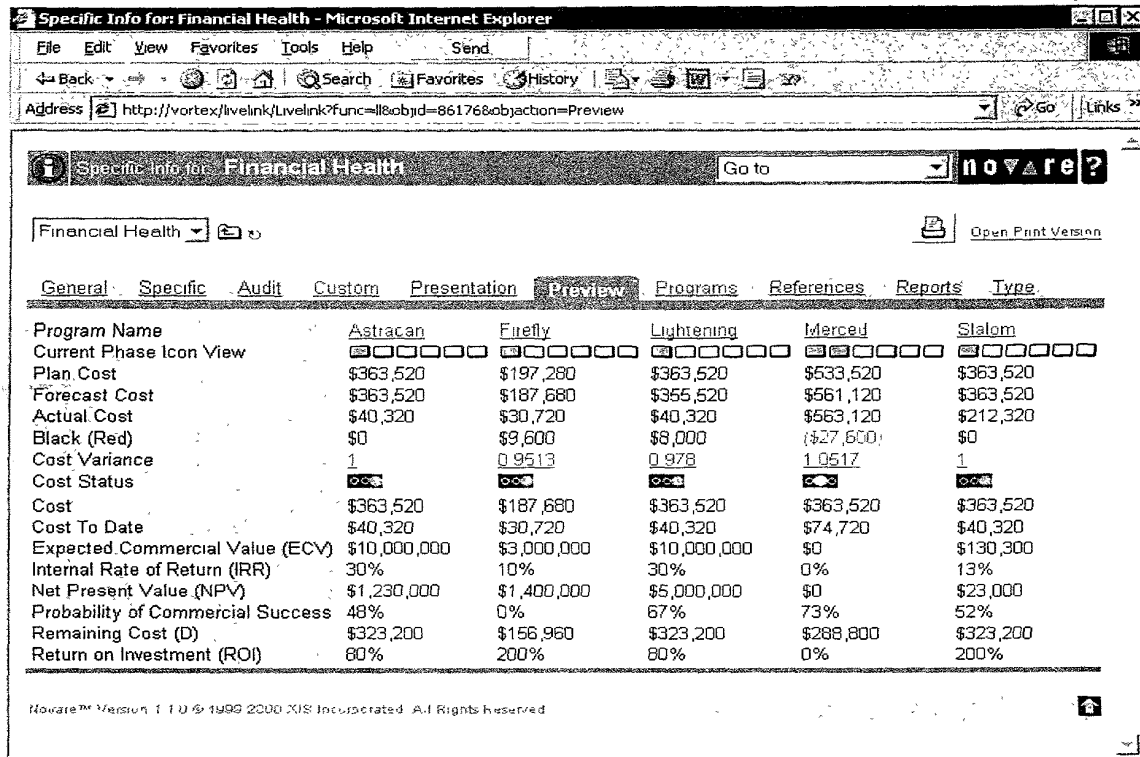
Type	Name	Metric Status	Value	Info
<input checked="" type="checkbox"/>	<a href="#">Business Fit/Synergy</a>		68%	
<input checked="" type="checkbox"/>	<a href="#">Commercial Risk</a>		38%	
<input checked="" type="checkbox"/>	<a href="#">Cost</a>		\$363,520	
<input checked="" type="checkbox"/>	<a href="#">Cost To Date</a>		\$40,320	
<input checked="" type="checkbox"/>	<a href="#">Current Date</a>		03/29/2001	
<input checked="" type="checkbox"/>	<a href="#">ECWD Ratio</a>		18.41	
<input checked="" type="checkbox"/>	<a href="#">Expected Commercial Value (ECV)</a>		\$5,950,000	
<input checked="" type="checkbox"/>	<a href="#">Forecast Finish</a>		11/28/2000	
<input checked="" type="checkbox"/>	<a href="#">Internal Rate of Return (IRR)</a>		20%	
<input checked="" type="checkbox"/>	<a href="#">Market Attractiveness</a>		58%	
<input checked="" type="checkbox"/>	<a href="#">Market Newness</a>		50%	
<input checked="" type="checkbox"/>	<a href="#">Net Present Value (NPV)</a>		\$1,246,500	
<input checked="" type="checkbox"/>	<a href="#">NPWD Ratio</a>		3.86	
<input checked="" type="checkbox"/>	<a href="#">Overall Probability of Success</a>		46.5%	
<input checked="" type="checkbox"/>	<a href="#">Overall Risk</a>		53.3%	

**FIGURE 28. GATE REVIEW ATTRACTIVENESS METRICS INFORMATION SUMMARY**

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**FIGURE 29. BUBBLE CHART REPORT**

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**FIGURE 30. – CUSTOM FINANCIAL HEALTH REPORT**

Add Lifecycle - Internet Explorer provided by @Home Network - Version 1.7

Name: Rapid Application Development

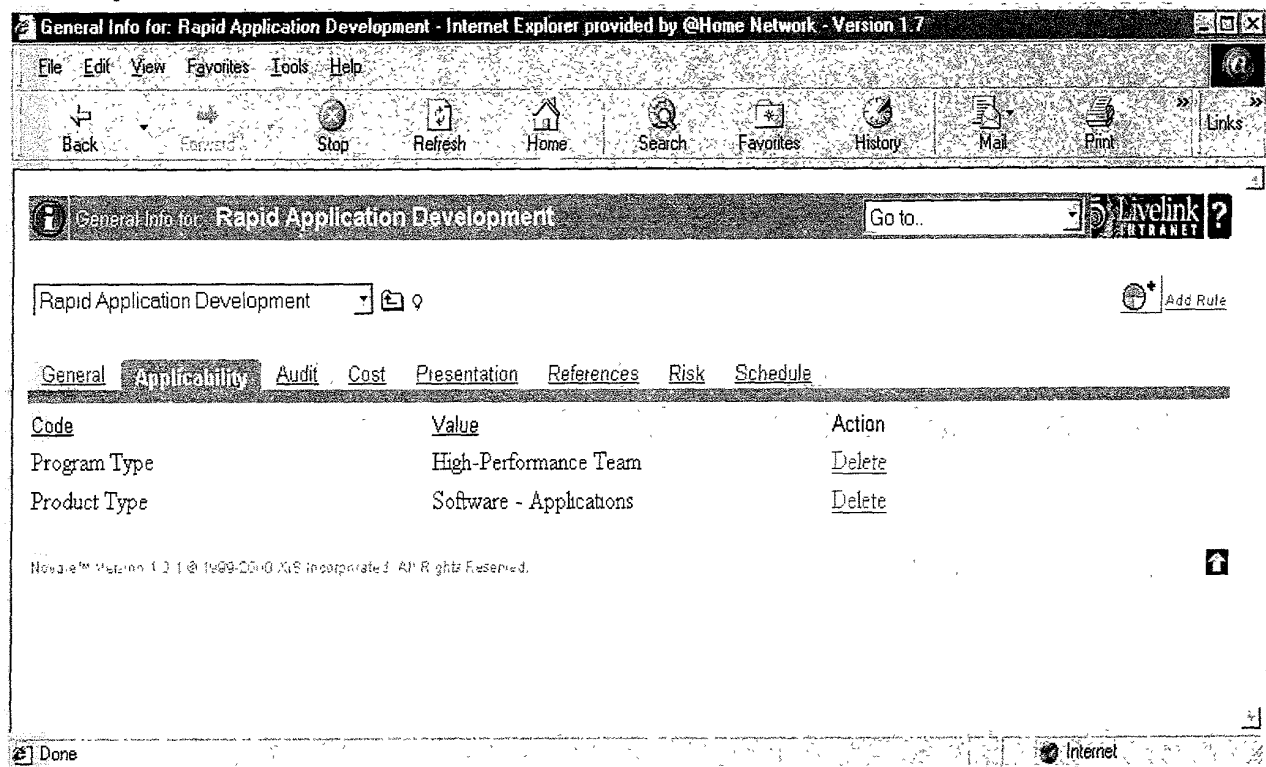
Description: The Rapid Application Development (RAD) Lifecycle enables Program Teams to achieve fast time-to-market without compromising quality.

Create In: e-business Application Development

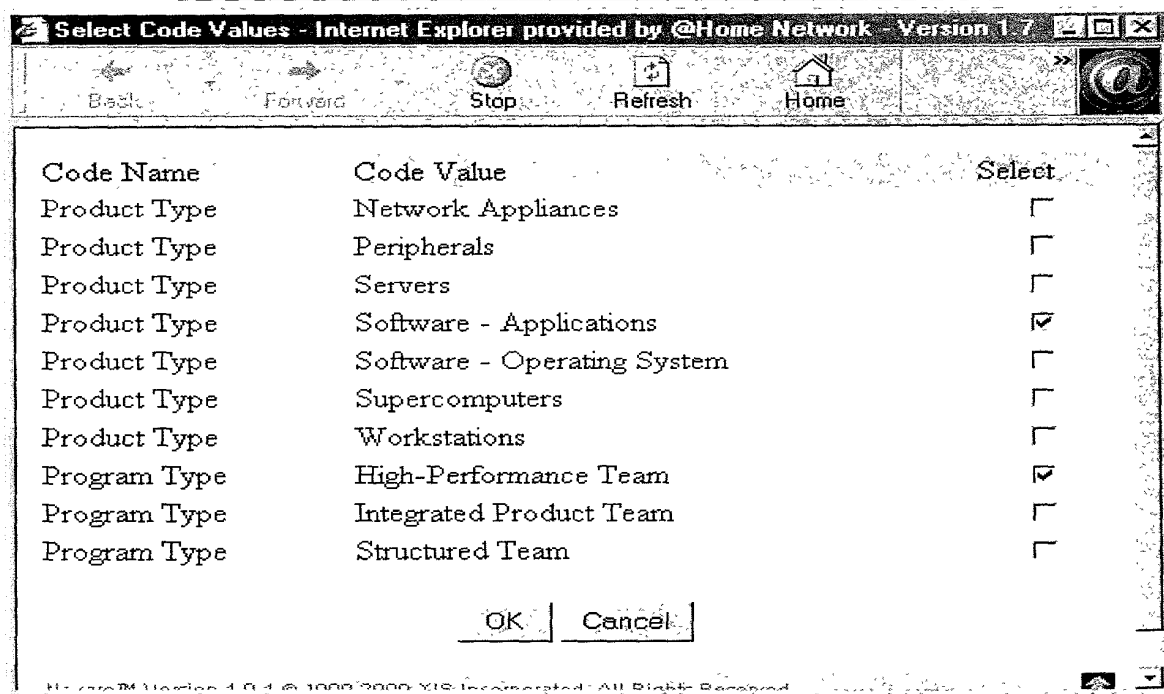
Action: Add Item Reset

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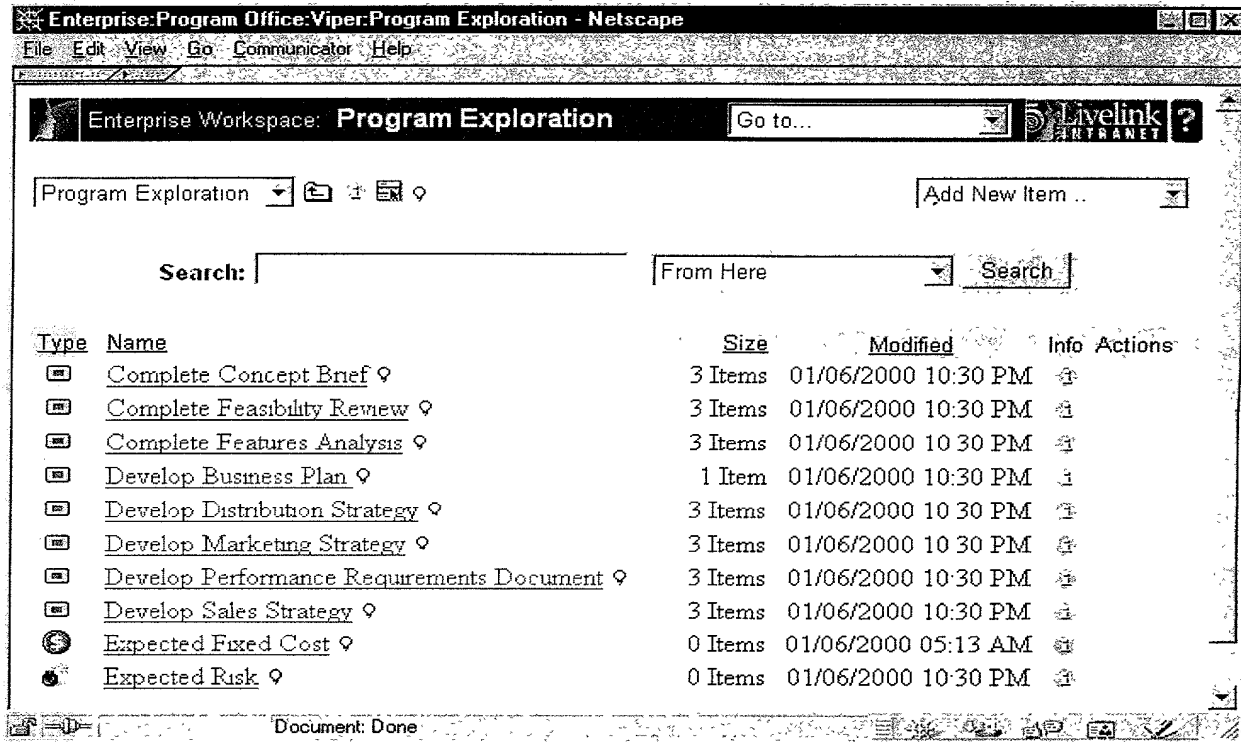
**FIGURE 31. ADDING A NEW LIFECYCLE**



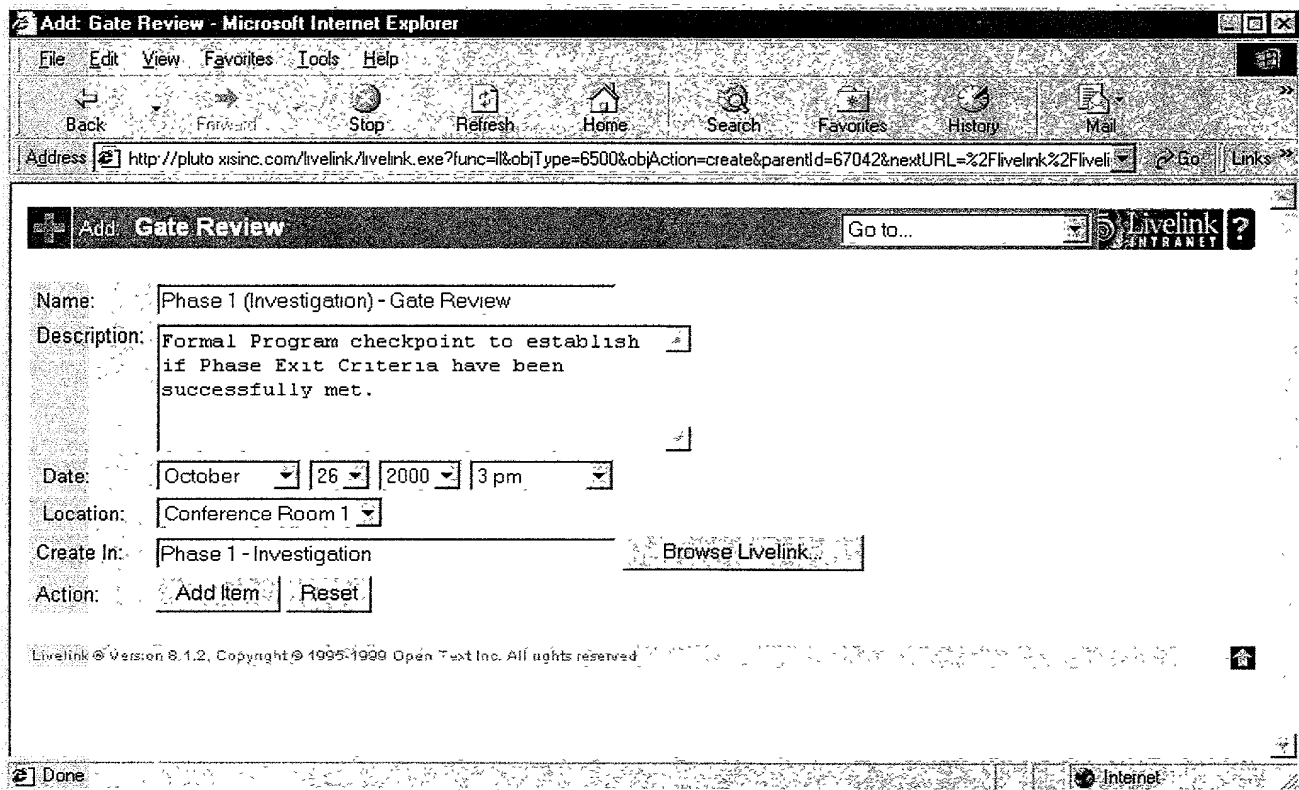
**FIGURE 32A. LIFECYCLE APPLICABILITY RULES**



**FIGURE 32B. LIFECYCLE APPLICABILITY RULES**

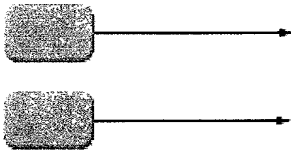


**FIGURE 33. - PHASE CONTENTS**



**FIGURE 34. – CREATING A GATE REVIEW**

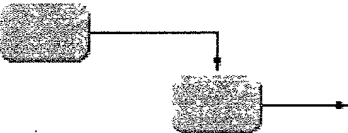
23/31



**None** - No defined relationships. Can occur in parallel.



**Finish to Start** - Must be completed before the next can start.



**Finish to Finish** - Must be completed before the next can finish.

**FIGURE 35. - RELATIONSHIPS FOR PHASES/DELIVERABLES**

General Info for: Pre-Production - Netscape

File Edit View Go Communicator Help

General Info for: Pre-Production Go to Levelink ?


Pre-Production



Type	Phase	Relationship	Required	Info
104	Design & Development	None	<input type="checkbox"/>	⚙
105	Planning & Requirements Definition	None	<input type="checkbox"/>	⚙
106	Program Exploration	None	<input type="checkbox"/>	⚙
107	Program Initiation	None	<input type="checkbox"/>	⚙
108	Requirements Analysis	None	<input type="checkbox"/>	⚙
109	Verification & Production Planning	None	<input type="checkbox"/>	⚙
110	Verification & Validation	Phase required to be finished before this Phase can start	<input checked="" type="checkbox"/>	⚙

Document Done

























**FIGURE 36. - DEFINING PHASE RELATIONSHIPS**

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General Info for: **Program Exploration** Go to  **Livelink** 

Program Exploration  

General Specific Audit Budget Cost **Deliverables** GateKeepers Metrics Presentation References Relationships Risk Schedule

Type	Deliverable	Required	Workflow	Info
	<u><a href="#">Complete Concept Brief</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Complete Feasibility Review</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Complete Features Analysis</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Develop Business Plan</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Develop Distribution Strategy</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Develop Marketing Strategy</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Develop Performance Requirements Document</a></u>	<input checked="" type="checkbox"/>		
	<u><a href="#">Develop Sales Strategy</a></u>	<input checked="" type="checkbox"/>		

Document: Done

**FIGURE 37. PHASE DELIVERABLES INFORMATION**

Program Office:James Doc Screens:James Screens Lifecycle:Phase 1 - Investigation:Market Analsi - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print

Address http://pluto.xsinc.com/livelink/livelink.exe?func=ll&objid=66896&objAction=browse Go Links

Methodology: **Market Analysis** Go to Livelink ?

Market Analysis Add New Item

Type	Name	Size	Modified	Info	Actions
	<a href="#">Financial Model</a>	0 Items	10/27/00 09 46 AM		
	<a href="#">Financial Spreadsheet Model</a>	33 KB	10/27/00 09 52 AM		<a href="#">Fetch</a>
	<a href="#">Focus Groups</a>	0 Items	10/27/00 09 53 AM		
	<a href="#">Market Analysis Template</a>	48 KB	10/27/00 09 52 AM		<a href="#">Fetch</a>
	<a href="#">Market Size Estimation</a>	0 Items	10/27/00 09 46 AM		
	<a href="#">Product Marketing Report</a>	0 Items	10/27/00 09 48 AM		
	<a href="#">Requirements Analysis</a>	0 Items	10/27/00 09 47 AM		

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Internet

**FIGURE 38. DELIVERABLE CONTENTS**



**FIGURE 40. SUMMARY OF DELIVERABLE RESOURCES**

**Add Role - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print Mail News RSS Feeds

Address http://pluto/livelink2/livelink.exe?func=ll&objType=5064&objAction=create&parentId=8551&n Go

**Add Role** Go to Livelink

Name: New Role

Role Skill: C++ Development (UI) [Select Skill](#)

Role Competency: 1 - Beginner

Resource Classification: Engineering Manager [Select Resource Classification](#)

Default Rate (\$/hr): 0

Description:

Action:

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**FIGURE 41. CREATING A NEW ROLE**

Add: Resource - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address http://pluto.xisinc.com/livelink/livelink.exe Go Links

Add: Resource Go to Livelink ?

Name: Market Analysis

Role: Market Analyst [Select Role](#)

Work: 5 Day(s)

Duration: 10 Day(s)

Start: November 2 2000

Finish: November 15 2000

Description: Perform market analysis to determine the market feasibility of the new product.

Create In: Phase 1 - Investigation

Action:

Internet Version 1.0.2 © 1999-2000 XIS Incorporated All Rights Reserved

Done Internet

**FIGURE 42. CREATING A NEW RESOURCE**

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Microsoft Internet Explorer window titled "Add: Risk". The address bar shows: <http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objType=3070&objAction=create&parentId=66896&nextURL=>

The form contains the following fields and controls:

- Name:** Competitive Product Announcement
- Description:** Competitor makes a premature product announcement ahead of product launch.
- Responsible Role:** Market Analyst (with a "select Role" link)
- Type:** Market (dropdown menu)
- Category:** Other (dropdown menu)
- Probability:** 80% (dropdown menu)
- Severity:** 8 (dropdown menu)
- Update:** (empty text field)
- Create In:** Market Analysis (with a "Browse Livelink..." link)
- Action:** Add Item (button) and Reset (button)

The bottom status bar indicates "Internet".

**FIGURE 43. CREATING A NEW RISK**

**FIGURE 45. PROGRAM OFFICE METRICS LIBRARY**

**Specific Info for: Business Fit/Synergy - Microsoft Internet Explorer**

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Address http://upter.xisinc.com/livelink/livelink.exe?func=I&objid=19779&objAction=info&nexturl=%2F%2Flivelink%2Eexe%3D%26objid%3D... Go Links

Specific Info for: **Business Fit/Synergy** Go to Livelink ?

[Business Fit/Synergy] [icon]

General **Specific** Audit Factors Presentation References

**1 - Metric Category**

- ☐ Risk
- ☐ Success
- ☒ Program Fit
- ☐ Financial

**2 - Metric Types**

- ☒ Factors  
Metric value is computed as the percentage of the total possible value achieved by the responses for the identified Factors. The value for each Factor is normalized to evenly weight the contribution of the Factors to the Metric's value.
- ☐ Reverse Factors  
Metric value is computed as 100% minus the percentage of the total possible value achieved by the responses for the identified Factors. The Metric represents a concept whose scale is the reverse of the scale of values for the Factors. The value for each Factor is normalized to evenly weight the contribution of the Factors to the Metric's value.
- ☐ Number  
The Metric value is entered directly.  
Type: [Date]
- ☐ Equation  
The Metric value is computed based on two other metrics.  
[Probability of Technical Success] plus [Probability of Technical Success]
- ☐ Special  
The Metric value is set based on information about the Program.  
Base on: [Plan Start Date]

Action Update Reset

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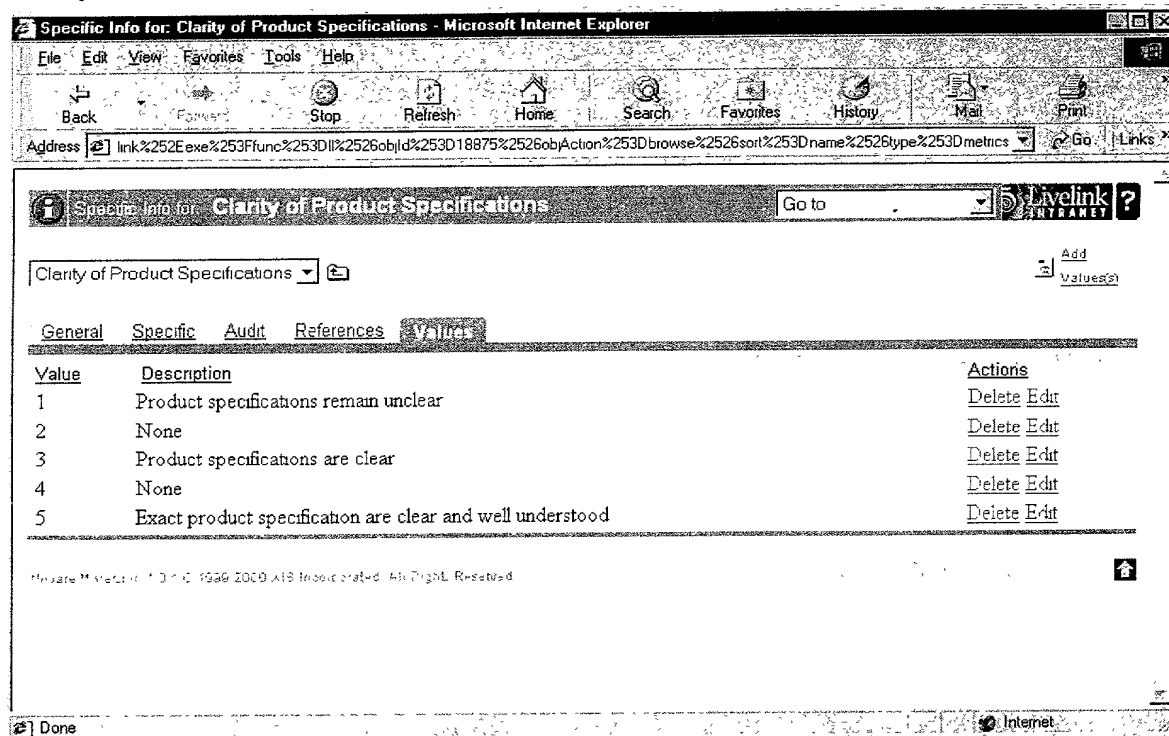
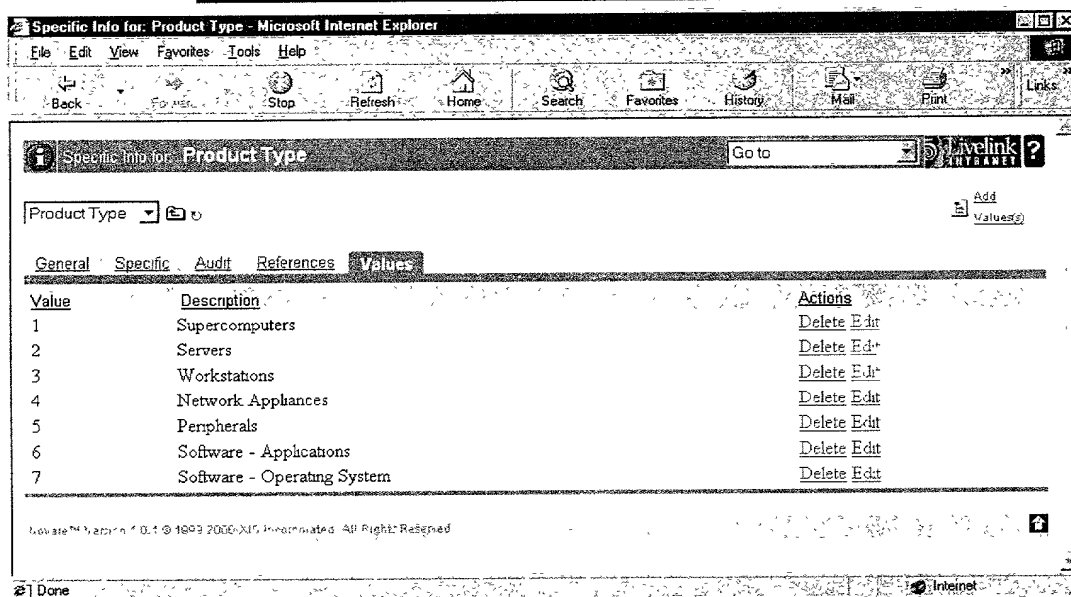
Done Internet

**FIGURE 46. DEFINING THE METRIC TYPE**

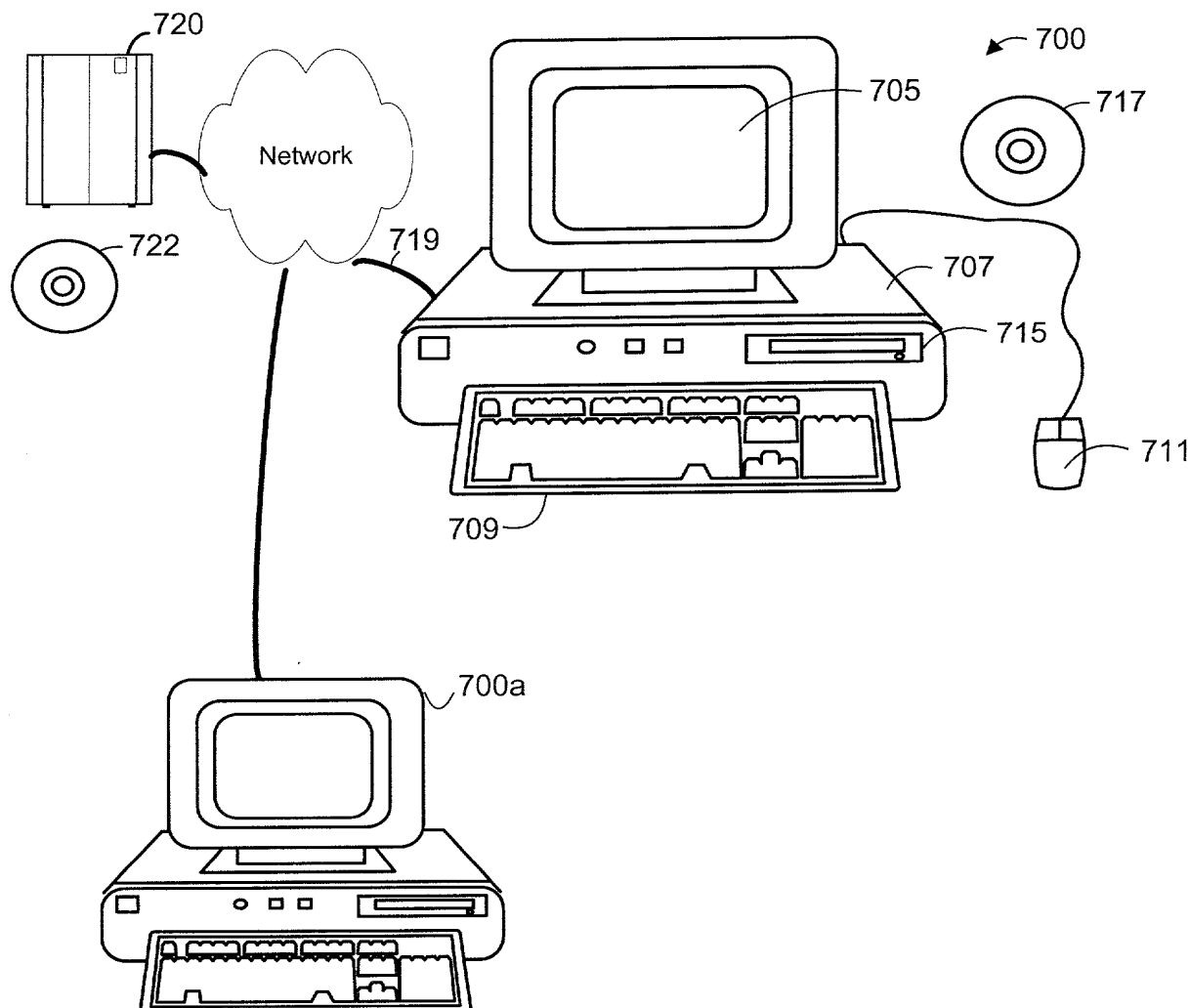
[illegible]

**FIGURE 47. CREATING A NEW FACTOR**

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**FIGURE 48. DEFINING FACTOR VALUES****FIGURE 49. CODE'S VALUE SET**

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**FIGURE 50.**